

Proposal for an Analysis of the Crump Theatre





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Section 1 Approach and Time Line

APPROACH

The Crump Theatre has been the subject of past studies for renovation and redevelopment. Those studies have focused on architecturally-driven solutions. The Jones and Phillips Team proposes an approach focused on economic viability of a venue for the city, community and region. The outcome of this study will direct an appropriate architectural solution. The study will address potential programs that include entertainment, retail/office, community outreach and enrichment, and partnering with local and regional arts and educational institutions.

The Request for Proposal for a Crump Theatre Analysis suggests the work be done for the study in four linear phases. The Jones and Phillips Team believes the tasks related to this study are not completely linear, and various tasks are dependent and interdependent on others. Therefore, we propose the following approach. This approach is also described in the bar chart schedule included herein.



wk8 wk9 wk10 wk11 wk12 wk13 wk14 wk15 wk16 Designates Crump Committee Review • wk1 wk2 wk3 wk4 wk5 wk6 wk7 Finalize Ownership Options and Management Type Task 3 Facility Cost Analysis, Tax Credits and Grants Task 5 Development of Final Presentation Final Cost Feasibility Analysis Schedule of Milestones **Crump Committee Review** Crump Committee Review Crump Committee Review Scenario Development Task 2 A/E/S Facility Analysis Task 4 Ownership Options Final Presentation Crump Theatre Task 1 Market Analysis April 29, 2013 Columbus, Indiana Date Task

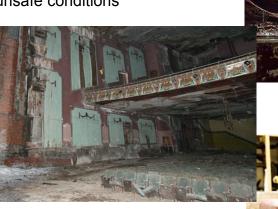
Section 2 Work Process

WORK PROCESS

The Plight of Older Theaters

Older existing performance buildings often find themselves only used for ever more limited events and some are completely abandoned. There are several reasons why this happens including:

Poor or unsafe conditions



- The facility's inability to fulfill modern production requirements
- Inappropriate stage space, audience size or configuration needed for certain performance types
- Even changes in the demographic character of the neighborhood where the venue is located.





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When a community decides to revive or revitalize a Historic Theatre, Opera Hall or Amphitheatre, the reasons for doing so can be widely varied. Those reasons often in-

clude one or more of the following: revitalizing a neighborhood using the performance venue as a catalyst; bringing a neglected part of the local community back to life; seeing the venue as part of a historic revival; providing a venue for professional entertainment; or, even creating a permanent home for a local performance company.

But, whatever the motivation, all such efforts face immediate choices about what level of change is acceptable. That question can consider simple repair or go all the way to complete replacement, but generally the choices are:

Restoration to its original historic plan and use



When the Howard Theater opened in 1910, its grand façade staring down on the segregated streets of Washington D.C., they called it "the largest colored theater in the world." The distinction may have been a civil rights disgrace, but the theater was the centerpiece on what came to be known as Black Broadway. Duke Ellington, Ella Fitzgerald, Ray Charles and Marvin Gaye cut their artistic teeth there. Franklin and Eleanor Roosevelt sat in the audience.



Renovation with subtlety chosen modernized improvements





 Renovation with modernized additions and improvements



Repurposing with external renovation (usually on the street face) while being totally transformed inside for a new use



Replacement – albeit with an eye to tradition



There are always advocates for each path or solution, with the historic groups pushing for restoration and developers pushing for replacement. The ultimate choice most often hinges on how the proposed revised facility can support new, active usage and the related income to help maintain it once it is completed. The information to inform and guide the community to discover the facility's highest and best use is obtained through a Market and Programming Analysis.

Market and Programming Analysis

The Jones and Phillips Team will begin this task with a detailed review of the existing past studies. A preliminary look at some previous studies provides a good base of information. Existing arts facilities in the region and their characteristics and current uses will also be inventoried and analyzed.

Focus groups, surveys and interviews of potential users will identify unmet needs in the arts community. Comments from the community will be solicited. Once unmet needs of existing groups are identified, the Team will identify the facility characteristics needed to meet those needs and how they would impact an architectural response.

Often facilities of this type generate revenue by promoting their own events; the Team will identify types of events that the Crump might promote, and analyze those events for expected attendance, income and expense. The Team will research sources of capital that may be tapped to both renovate and sustain the recommended facility.

As a part of this process, the Jones & Phillips Team will present detailed information on at least two similar facilities that have been renovated and are currently being used in a manner that is similar to the options identified for the Crump. The Team has been involved in a number of similar projects in Indiana and other states, so has access to accurate and detailed information. This will support the goal of seeing that the data developed for



the Crump will be representative of actual results. Although it is too early to precisely identify all similar facilities, the Buskirk-Chumley Theatre in Bloomington, the Lafayette Theatre and the Long Center in Lafayette, the Victory Theatre in Evansville and the Majestic Theater in Gettysburg, Pennsylvania are all facilities that have been renovated and are in current use. These, among others, may make good comparables to the Crump.





Ownership and Management

Ownership Options will be explored during an early portion of the Scenario Studies. These options can drive different space and relationship requirements in Programming of Space and architectural layout.

Management options for the Crump Theater will also be considered and recommendations made. It is important to identify management of the renovation project as well as management of the completed facility. The management skills needed to guide a project through completion are somewhat different than those required for managing the facility on a day to day basis. the Richmond Civic Theatre **



Murray Theatre, Richmond, Indiana-Now the home of

Analyzing the Existing Building

Steve Robinson, AIA of URS will be leading the Team's historic assessment work and helping the Team asses and consider ways to incorporate historic elements of the Crump Theater into the conceptual options. Steve is also very aware of the economic life of buildings. The projects he worked on for both The Indiana Repertory Theater and The Circle Theater in Indianapolis led to significant changes in those buildings to give them economic life while still respecting the historic character of these city landmarks.



Steve has worked on many historic buildings and was Architect of Record for a major renovation of The State of Indiana's State Library and Historical Building, part of the State Capitol campus. Steve has presented to the State Historic Preservation Officer and knows the value of historic buildings to our communities.

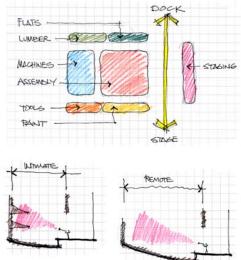
Scenarios Studies for Usage and Appropriate Size

During the Market and Programming efforts, potential uses identified will define architectural Space Program requirements. This information will define types of spaces, numbers of spaces, and area require-

ments for those spaces.





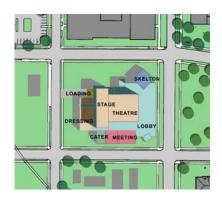


With input from the previous tasks, the Team proposes to have an on-site workshop to develop, present and explore the five requested Scenario Studies. The Scenarios will be explored to define the challenges each presents, and then used to predict the potential success of each. We propose these be reviewed in conceptual sketch form,

along with the Market Analysis data, by the Crump Committee. The Scenarios represent clear 'break points' for decision-making. Each 'break point' will generate lively discussion with the Committee about its relationship to the Market Analysis, respect/enhancement of the city streetscape, respect for the historic architecture, acceptance by potential donors, and acceptance by the community at large. The discussion may also discover other 'criteria for success' upon which to judge the Scenarios.

The three best Scenarios will be selected with the Crump Committee. and then refined to conceptual floor plans, a Space Program, and description of venue programming uses accommodated.

These will be used simultaneously for the following tasks.







Facility Cost Analysis, Tax Credits and Grants

After the three Scenarios that offer the greatest chance for success are identified, operating revenue and expenses will be estimated for each Scenario. These estimates will include the potential uses and revenue for each Scenario as well as estimated staff, program, utility and maintenance expenses. Estimates will also be provided for the useful life of the equipment and the depreciation necessary to fund the replacement of the equipment.

Upon selection of the plan offering the highest chance for success and best use, a final Conceptual Estimate of Construction costs will be developed.

Final Ownership Options and Management Type

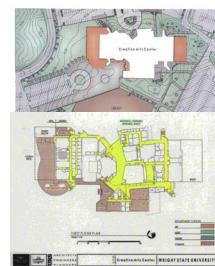
When the highest and best use of the facility is identified, the Team will make final recommendations about Ownership and Management of the facility.

Final Cost Feasibility Analysis

After all of the above elements have been completed, the Team will prepare detailed analysis of the feasibility of the proposed best use model and plan. This will include an analysis of the community support for the recommended project. It will also include projected income/expense statements for both initial and steady state operation of the facility.

Final Presentation

The Jones and Phillips Team will prepare a final report, documenting options explored and decisions reached. This will be in electronic format with hard copies available as desired. A presentation will be made to the Crump Committee, with electronic media and large format presentation boards. The electronic file and presentation boards will be made available to the Committee for future use.



Section 3 Detailed Tasks and Final Presentation

DETAILED TASKS AND FINAL PRESENTATION

Market Analysis

The study will begin by gathering information. Some of the data needed to complete this portion is already available from previous studies. Information gathered will be:

- Demographic data about the residents of the region.
- An inventory of all existing performance venues in the area with an analysis of their current uses, physical characteristics, available equipment, and costs to users. Members of the team will visit these venues when possible.
- Information will be reviewed from the League of Historic Theatres members who are operating restored spaces.
- Identification of potential users of the Crump including arts organizations, community groups, educational groups and business use.
- Identification of existing types of entertainment, frequency, ticket price and attendance.

Once potential users are identified, a determination will be made as to whether it is more effective to individually interview the identified users or conduct focus groups. The purpose of the interview or focus group is to establish what potential users need in a facility and what they are willing to pay.

Once the needs of potential users are indentified, gap analysis will be performed to see what needs and services are unmet in the existing facilities. Gap analysis will also be performed to see what types of entertainment are "missing" from the Columbus service area and a determine whether these gaps are due to lack of facilities or lack of interest from residents.

Input will be sought from the public and local businesses with a web-based questionnaire and, depending upon timing, a public meeting to help assess public support. (Whether or not a public meeting is held will depend upon when the project starts; it is often difficult to generate much attendance in the summer months.) The public input is intended to help establish:

- That all unmet meets have been accurately identified.
- Whether there is public support for another facility
- Whether there is public support for renovating the Crump

Once unmet needs are identified, a building program will be developed that lists needed spaces, their size, and the required support spaces. For some of these spaces, there may be options as to size or number of seats. Estimates of use will be provided for use of each space at the various size levels.

Along with identifying a program, there will be some preliminary exploration of ownership options. Although this may seem early in the process, ownership can dramatically impact potential sources of revenue. For example, some grants will only be made to non-governmental organizations, while ownership by an educational organization often precludes revenue from profitable alcohol sales and may even limit the types of acts permitted in the facility.

Expenses may also be impacted by ownership. For example, properties owned by units of government are inherently exempt from property taxes in Indiana. Properties owned by charitable or fine arts organizations are only exempt from property taxes if the predominant use of the building is charitable, educational, religious or scientific. So if a facility is heavily used for business or private events like wedding receptions, it may be subject to property taxes even if owned by a 501(c)3 organization.

Once the specific needs of Columbus are identified and potential scenarios identified, the Team will choose two other facilities that are similar to the Crump and its potential use. For these facilities, we will provide the following:

- Analysis of the current use of the facility including types of events, use days, and revenue generated.
- Detailed financial information about the facility.
- Ownership and management of the facility.
- If the facility has reached "steady state" an assessment will be provided as to how assembly and performance use have changed since the building was first renovated.

Existing Facility Analysis

The **first step** in architectural analysis will be an initial assessment of the Crump Theatre. This will build the necessary information for further design and will be done concurrent with the Market and Programming Study.

The architectural assessment will be led by Steve Robinson, AIA of URS, who will also lead the URS team of engineers conducting structural, mechanical and electrical systems analysis. Assessment of the theatre's suitability for performance will be by Van Phillips of Jones and Phillips.

The building analysis will be tailored to fulfill multiple purposes:

- Quantify the size, shape, arrangement and condition of the existing building, which will permit analysis of its suitability for various performance options and uses;
- Provide an understanding of the condition of the building's structural, mechanical, plumbing and electrical systems;

Provide an understanding of the building's historic character, architecture, materials and the like. This information will be used to help the community prioritize which features of the existing building should be incorporated, or which may be left out of any future design scenarios.

A narrative report will be developed documenting the findings of the initial building assessment. The report will include the following major components:

- Measured drawings of the existing building and immediate vicinity, to be developed from fieldwork and other information.
- A study of the building's chronology and development history.
- Assessment of existing conditions, including:
 - Exterior materials finishes and characteristics
 - Interior materials finishes and characteristics
 - Summary description of interior conditions
 - Summary description of theatrical equipment and facilities
 - Accessibility
 - Structure Evaluation
 - Mechanical, Plumbing and Electrical systems evaluation
 - Site Utilities and conditions
 - Significant areas of concern related to the building code.
- Findings and Recommendations

Included in the analysis of the existing facility will be a limited Hazardous Waste Inventory, identifying containerized materials that may be hazardous, and identifying any building materials that may contain asbestos, lead paint, mold, or PCBs. The assessment will address the adjacent Cummins parking lot, but will not include the adjacent building at 3rd and Franklin because it is under private ownership and assumed to be inaccessible. Sampling, testing and characterization of suspected hazardous building materials is not included as part of this proposal, but can be accomplished as an additional service.

In addition to assessing the systems of the building itself, staff from URS will work with city officials to identify and document the utility infrastructure for the immediate area. URS will also research applicable City ordinances and codes.

Scenarios Studies for Usage and Appropriate Size

The **second step** in architectural analysis will be an assessment of how best to meet the identified needs on the site. The primary outcome of the Market Study will be to identify program needs lacking in the community, and a 'right-sized' seat count. This outcome will be used in a 'workshop' process to develop studies to 'test fit' different Scenarios:

- Existing footprint to remain as is
- Footprint to expand 20' to east
- Footprint further expanded east to include Cummins parking lot
- Footprint further expanded east to Franklin Street
- Footprint further expanded east to Franklin Street, with retail/office facing 3rd
 Street
- Footprint expanded south to include the alley

The studies will be 'block plan' in nature, to quickly assess space adequacy and effective site/building relationships for potential program uses. Issues that will be explored include:

- Building presence on 3rd Street, and where applicable, on Franklin Street
- Off-site parking options
- Patron entry experience
- Available seat count within boundary defined by Scenario option
- Available stage size within boundary defined by Scenario option
- Educational/community outreach space
- Toilet and service facilities (concession/food and beverage service, merchandising space, etc.)
- Back of House functions (dressing, make-up, rehearsal, green room, scene shop/assembly, etc.)
- Show load in/load out capabilities
- Opportunity for flexible, multi-use space

The Jones and Phillips Team will also use similar precedent facilities with which we are familiar to portray a fit onto the site.

At the end of that workshop, we invite participation by the Crump Committee to review our explorations. We expect the Scenarios will provide clear 'break points' for decision -making, based on a match to the Market Analysis, respect/enhancement of the city streetscape, appropriate attention to historic architecture, acceptance by potential donors, or acceptance by the community at large.

Selected Scenario Refinement

The **third step** in the architectural analysis will refine the three best Scenarios with conceptual CAD floor plans, a Space Program, and description of venue programming uses accommodated.

As that refinement proceeds, the Facility Analysis Team will return to the Crump for further investigation. The scope of this additional analysis will vary based on which Scenario is selected, as each will have a different impact on the building and site.

Areas of the building that will receive greater scrutiny will include: exterior and interior materials and features, accessibility and lack thereof, structure, mechanical and plumbing systems, and theatrical equipment and facilities.

The investigation of each of these areas will be tailored to inform design of the selected Scenarios. For instance, an option that leaves the auditorium intact will require a closer look at the auditorium's sightlines, historic character, acoustic properties, and roof structure. On the other hand, an option that requires demolition of the auditorium will instead require an understanding of the structural impact of the demolition on the remaining parts of the building and greater study of nearby utilities. Also, since fire codes differ based on performance type and audience size, code review will be refined after selected Scenarios are identified.

Facility Cost Analysis, Tax Credits and Grants

After the three Scenarios that offer the greatest chance for success are identified, operating revenue and expenses will be estimated for each. This will include:

- Rental rates and potential revenue
- Revenue from catering, concessions, retail, commercial front, etc.
- House-promoted events revenue
- Staff estimates number, type, and skills required
- Program expenses
- House-promoted event expenses
- Occupancy costs utility, maintenance, etc.
- Taxes
- Depreciation

The numbers developed in this segment of the report will help the group determine the highest and best use. Once a best and highest use is identified, an estimate of construction cost will be prepared along with recommendations for ownership and management.

Recommendations for ownership will include analysis of possible funding sources or tax credits that may be available, including sources of grant funding that have been identified.

The Team will also provide some management options for both the project and the operation of the facility as these may be different.

Final Recommendations

The final phase of the project will include a detailed report that summarizes the work in the preceding phases and goes on to detail our recommendations in the following areas:

- Building and Uses
- Ownership
- Management

The report will provide a cost and feasibility report for the recommended use. This portion of the report will address the costs of construction including equipment, furniture and fixtures.

The final section of the report will detail the projected use of the facility by program type and use. It will address the potential and likely income stream from the recommended facility as well as a detailed analysis of the likely operating costs. Estimates will be provided for the sums necessary to fund replacement of the operating equipment and long term maintenance. The report will present these estimates for both the first full year of operation and the operation when it reaches steady state, which is usually 4 - 5 years after completion.

Sources for earned and contributed income will be identified. Detailed costs for salaries, contracted services, programs, occupancy costs and equipment replacement will be identified. If the recommended building is markedly different from the case studies provided earlier, two additional case studies will be provided.

The Team will present the final report to the users. The group may choose to have the report presented in person or to receive the written materials in advance and followed by a question and answer session with the Team. If desired by the committee, a public presentation will be made within sixty days of delivery of the final report.



Crowd waiting for the doors to open outside of Embassy Theatre in Fort Wayne, Indiana **

Section 4 Fee Breakdown

FEE BREAKDOWN

Task 1	Market Analysis, A/E/S Facility Analysis & Scenario Development	\$56,900
Task 2	Cost Analysis, Tax Credits & Grants	\$ 7,000
Task 3	Ownership Options & Management Type	\$ 3,330
Task 4	Final Cost Feasibility Analysis for Best Model	\$17,450
Task 5	Final Presentation	<u>\$10,840</u>
Total		\$95,520

Direct Travel Expenses are billed at cost.





Section 5 Team Credentials



About Jones & Phillips Associates, Inc. Studies:

Over the years Jones & Phillips Associates, Inc. has completed a number of facility studies, needs assessments, and operation reviews. These studies have included market analysis, potential user studies, comparative construction and site development costs, the analysis of existing facilities, operation cost studies, and their impact on a business plan that fits within the goals of local communities and campus master plans.

Two things we have learned are, that plans are only as valid as the numbers used as their base, and plans can be made to fit and prove a particular notion or can be a learning tool. If the goal of a study is to use it as a learning tool, sometimes the result can be a harsh reality.

Construction costs based upon "older" projects, or those from other parts of the country simply make the final business plan faulty. For example, we have found that in Michigan the cost of an orchestra lift is 35% greater than a similar lift in any other part of the country, because of restrictions placed on orchestra lifts by the Michigan Elevator Safety Board. Not knowing these sorts of details about a construction market is enough to invalidate a plan.

As Planners and Consultants we do not replace the Architect, we work closely with them. Architectural support is critical to the success of this project. Architectural information along with the information that Jones & Phillips Associates, Inc. normally provides would make up the basis of a detailed needs assessment study and business plan for the Crump Theater. This will allow the study team to compare real costs for models of various size and theatre type.

Most every member of the Jones and Phillips staff is or has been a working professional designer for theatre, opera, dance, music presentation, television and film or construction.

As performing arts professionals we realize that there is no perfect performance facility. However, there are facilities that are perfect for the groups that use them. Jones and Phillips Associates, Inc. sees our role as providing options so that the end users and owners may make informed intelligent decisions to fit their needs.

Thus, we have gained knowledge and experience in the variety of ways in which presentations relate to an audience and the physical resources needed to support that relationship. All of these options will be explored in the detailed needs assessment study and business plan.

Jones & Phillips Associates Inc. primary staff assigned to this project:

Linda Phillips will direct the needs assessment and business plan portion of the work. E-mail address: lphillip@jonesphillips.com

Van Phillips will direct the building assessment portion of the work and be the project oversight coordinator. E-mail address: vanphill@jonesphillips.com



CORPORATE HISTORY

Celebrating our thirty-eighth anniversary Jones & Phillips Associates, Inc. was founded in 1974 by Ted W. Jones and Van Phillips; in 1976, the firm was formally incorporated, establishing offices in both Lafayette and Bloomington, Indiana. Prior to their merger, both Mr. Jones and Mr. Phillips, a member of The American Society of Theatrical Consultants (ASTC), had extensive experience in theatrical architectural consultation. In 1995, Mr. Jones retired from the day-to-day activities of the firm, but remains active on a limited number of projects.

Prior to the marriage of Linda Anderson to Mr. Phillips in 1980, Linda's experience as a theatrical designer with a Masters in Business Administration (MBA) had been sought by theatre organizers for financial planning assistance. As potential donors to arts and entertainment facilities became more insistent on information showing the financial viability of a project, the demand for Mrs. Phillips services increased. In 1995, as a member of the International Association of Assembly Managers (IAAM), Mrs. Phillips received certification credentials from the "IAAM Operations School". This program provided the additional expertise that allows Jones & Phillips Associates, Inc. to provide financial, operational and architectural consulting within our firm's services.

Jones & Phillips has consulted on a wide variety of performing arts facilities. The firm's past projects have ranged from training facilities to renovations of community arts centers to 7,500 seat professional theatres, community and professional amphitheatres and 23,000 seat civic arenas. The staff now includes five full-time and two part-time employees, with expertise in theatre programming, design and planning, management, architectural lighting, specialized equipment design, and television and broadcast facilities, as well as the more standard theatrical consulting service. The office is equipped with complete computer aided design and drawing (C.A.D.D) systems.

Jones & Phillips Associates, Inc. are not architects or engineers, however, our services are designed around the assistance demanded by building professionals who are faced with the unique features of places of public assembly. It has been our pleasure to assist some of the finest building professionals in the country. Our services are provided as support for designs of buildings which have become as specialized as conference and convention, religious and hospital structures. A list of Jones & Phillips consulting projects now includes almost all types of places of public assembly and a variety of architectural lighting projects reaching as far as China, Kuwait, Bahrain and The United Arab Emirates.

14 North 2nd Street, Suite 301 Lafayette, Indiana 47901 (765) 423-1123 http://www.jonesphillips.com



Linda A. Phillips

Project Role

Feasibility and Marketing Studies
Development of Proforma Budgets
Review of Bid Packages and Budget
Revenue and Operating Expense Studies
Management Issues



Education

Public Facility Management School, International Association of Assembly Managers Foundation, 1997.

M.S., Purdue University Krannert School of Management, 1980
B.S. Consumer and Family Science, Purdue University, 1978.
Associate of Arts & Sciences, Fashion Institute of Technology, State University of New York, 1977.

Memberships

International Association of Assembly Managers (IAAM)

Experience

Associate of Jones & Phillips Associates, Inc. Specialties include development of projected operating costs, marketing analysis, user requirement studies, demographic studies, market surveys, budget preparation, and review of management issues. Projects include: Mesker Amphitheatre Study. The Majestic Theatre Analysis, Grand Rapids Christian High School, Greater Lafayette Museum of Art, Sioux City Orpheum Study, Vail Valley Performing Arts Center, "Huck" Boyd Foundation, Gem Theatre, United States Institute for Theatre Technology Study. 1979-Present.

Tippecanoe Assessor 2011 - Present

Tippecanoe County Clerk of the Superior Courts 2003 - 2011 Tippecanoe County Voter Registration Board, 2000 - 2002.

Member of the Lafavette City Council, 1998 - 2000

Business Administration, Academic Programs, Purdue University. 1986-1990.

Executive Director Downtown Business Center, Lafayette, Indiana. 1984-1986.

Management Consultant, Georgetown Metal Products, Georgetown, Kentucky. 1979-1981.

Professional Activities & Awards

State of Indiana, County Clerk of the Year 2007 and 2010

Fairfield Township Board - President Lafayette Redevelopment Commission

Montessori Parents, Inc. - Treasurer

Wabash Valley Trust for Historic Preservation - Board of Directors

Downtown Business Center

Friends of Downtown - Past President

Chamber of Commerce



Van K. Phillips

Project Role Theatrical Facilities Programming

Architectural Design Co-ordination Facility Operations Evaluation Architectural Lighting Designer

Education M.F.A. Theatre, University of Texas, 1969.

B.F.A. Theatre, Southwestern University, 1967.



United Scenic Artists, Local Union 829, New York. (USAA) Design Director, All

Categories

International Alliance of Theatrical Stage Employees, Local Union 1 (IATSE)

United States Institute of Theatre Technology (USITT)

Organization International Des Scenographers Et Technicians De

Theatre. (OISTT)

Experience Principal of Jones & Phillips Associates, Inc., 1974 - present.

Freelance Scenic, Lighting, and Costume Designer, over 60 professional productions in theatre, opera, dance, and television. 1965 - present.

Over 250 productions designed for University and College Theatres. (as resident or guest artist.) 1966 - present.

Purdue University; Professor Emeritus, 2001

Full Professor, 1976-2001

Director of Design and Technical Theatre - 1974-1997

Acting Director of Theatre 1975-76 and 1982-83.

University of South Florida: Director of Design and Technical Theatre, 1969-1974.

Professional Activities & Awards

Recognized as a "Legion of the Theatre", Purdue University. 2010 United States Institute of Theatre Technology. Founders Award, 2000 Fellow of United States Institute of Theatre Technology. 1984 Listed "Who's Who in Theatre Consulting," Theatre Crafts, 1983. Head of the U.S. Scenography Delegation to OISTT, International

Congress on Scenography, Prague. 1976.

Listed "Who's Who in Opera", New York Times Publication, 1976.
Chair of the Theatre Panel of Indiana Arts Commission. 1975-1979.
Commission on the Proposed City Cultural Center and Downtown Mall,
Tampa Arts Council. 1973.

U.S.I.T.T. Finance Committee 1978 - 1999.

U.S.I.T.T. Co-Chair of Awards 1988 - 1999.

U.S.I.T.T. Board of Directors. 1974-1984.



URS About URS Corporation:

Design for our clients .design for the future .design for life.

URS offers a full range of architectural and engineering services for all types of facilities. Our architects and engineers are skilled at creating spaces and experiences that enhance community and individuals. The Indianapolis office, started in 1971, brings a hands-on approach to client service and utilizes the latest technologies to illustrate our creative designs. Our services include:

- Master Planning and Facility Evaluation
- Conceptual Design
- Architecture Planning and Design
- Engineering Planning and Design
 - Structural
 - Mechanical
 - Electrical
 - Civil
 - Communications Technology
 - Transportation
 - Environmental
- Site Analysis, Planning and Landscape Design
- Interior and Graphic Design
- Sustainable Design
- Cost Estimating
- Construction Administration
- Construction and Program Management





We are currently working with the City of Columbus developing its Intelligent Systems architecture. We are also a trusted resource for Cummins, with whom we have worked on a number of projects, including development of their Global Facility Standards.

URS has been designing performing and entertainment arts facilities for over 40 years. The artistic expression in the facility, as well as the highly technical spaces behind the scenes, requires a special expertise. It is a personal passion of Fred Gore, URS' designated designer. Nearly 22 years of his 35 year career have included performing arts spaces. Van Phillips and Fred Gore have teamed on over two dozen performing arts facilities, and bring a shared experience that eliminates a 'learning curve' on the consultant team.

URS engineering staff also shares common experience in performance space design. This will be an advantage to the City of Columbus with quick and effective communication within the design team. It also brings a benefit of 'lessons learned'.

URS Corporation primary staff assigned to this project:

Steven W. Robinson, AIA, LEED® AP will serve as the Senior Coordinator and direct the work of the Engineering Staff to assist architectural planning and Infrastructure required consistent with the options identified. E-mail address: **steve.robinson@urs.com**

Frederick W. Gore, AIA, LEED® AP will serve as the Theatre Architect and he will work to assure that the architectural plans and related costs to renovate or build new remain consistent with performance requirements. E-mail address: Fred_Gore@urscorp.com

URS



Areas of Expertise
Architecture

Years of Experience
With URS: 8 Years

With Other Firms: 25 Years

Education

- Bachelor of Architecture/ 1980/University of Cincinnati
- San Francisco Center for Architecture and Urban Studies/1978

Registration/Certification

1983/Registered Architect/ Indiana/No. AR00034189

1999/Registered Architect/ Ohio/No. 9993

2008/Registered Architect/ Nebraska/No. A- 3770

2008/Registered Architect/Iowa/ N06068

NCARB/No. 35195

LEED® Accredited Professional

Steven W. Robinson, AIA, LEED® AP

Senior Architect

Overview

Mr. Robinson is a Senior Architect and a URS Vice President in the Indianapolis Office. He has over 30 years of architectural experience in a broad range of building types and has served as a Principal in two previous firms. Mr. Robinson focuses on understanding client goals and leading teams to meet those goals. Experience shown below includes work with previous firms and projects with URS for which Mr. Robinson served as Project Manager or Principal-in-Charge.

Project Specific Experience

Indiana Repertory Theater Phase IV and V Renovation (Indianapolis, Indiana):

Interior historic restoration of the theater lobby included detailed plaster and woodwork restoration. A lively connector tunnel with retail shops in the theater's basement now links the State Capitol building with a major hotel.

Indianapolis Civic Theater Orchestra Lift:

Insertion of a new operable orchestra lift into an existing theater. This technically challenging project successfully integrated a full orchestra lift while improving seating patterns and sightlines.

Circle Theater Renovation Master Plan (Indianapolis, Indiana):

Plan for saving an historic theater on "The Circle," which is the center of downtown Indianapolis. This plan, though not implemented directly, helped bring in the Indianapolis Symphony Orchestra to acquire the gorgeous building and renovate it into their new home.

Indiana State Library and Historical Building:

Historic restoration, renovation and addition to this important building that is part of Indiana's State Capitol Complex. This \$16 million upgrade of the historic building integrated new technologies, improved functional layout and preserved an Indiana treasure for future generations.

Cummins Inc. Standards Development:

Assisted Cummins, Inc. with development of global facilities standards and tools for assessing new and existing buildings against those standards. Project required close collaboration with the Cummins Global Facilities Team.



Cummins Inc. CES /HH Blockline Building (Seymour, Indiana):

New manufacturing facility of approximately 80,000 s.f. for a major manufacturer of engines and power equipment. Project includes full site development and assisting the Owner with facilities designed to maximize efficiency for their production teams.

Cummins Inc. Energy and Sustainability Services:

Serving as a resource for Cummins, Inc. as they develop their sustainability policy and the Energy Champions program.

Renovation of Providence Hall Mother House (St. Mary-of-the-Woods, Indiana):

Complete renovation of an historic Mothershouse for the Sisters of Providence. The renovated building provides individual bathrooms to each of the Sisters and provides for numerous ministry and gathering functions. The design respects the history of this building while completely modernizing its facilities.

Indiana University Bradford Woods Historic Manor House Conference Center:

Conversion of this historic Manor house into a conference center, complete with short-term living quarters, required creative adaptive-reuse design. The many changes made to the house to accommodate this center were done in a way that preserved the overall character in the context of this beautiful setting.

.USA Group Learning Center:

Corporate Training Center. This 20-station corporate training center integrates video conferencing technology in a comfortable learning setting.

Lilly Product Team Support Center:

Creative, lively cafeteria and food service spaces for the Faris campus of Eli Lilly & Company, and related video conferencing and meeting spaces. This center is designed to serve Lilly Product teams while providing an atmosphere that invigorates their work day.

Fort Benjamin Harrison Legacy Study Master Plan:

Master Plan for the reuse of historic districts of a decommissioned military base. This plan invited redevelopment of two National Historic Districts and set design standards for new construction within the districts.

Professional Societies/Affiliates

LEED Accredited Professional American Institute of Architects NCARB Certified

Community Involvement

Past President, Board of Trustees, St. Richard's School
Mission Advisory Board, Sisters of Providence
Stanley K. Lacy Leadership Program – Class of 1991
Stanley K. Lacy Alumni Association
Former Key Renaissance School Mentor and Mentorship Advisory Committee Member
Former Member – Indianapolis Civic Theater Board of Directors





Areas of Expertise
Architecture

Years of Experience 34 Years

Education

- Continuing Education Theatre Design, Harvard Graduate School of Design
- Masters Architecture, University of Michigan
- Bachelors Architecture, University of Michigan

Registration/Certification

Registered Architect/ Michigan

LEED® Accredited Professional

Frederick W. Gore, AIA, LEED® AP Director, studio | PERFORMING ARTS Senior Architect

Overview

Mr. Gore's 34 years of experience includes programming, project design, design management, and design development for a variety of building types. He has been responsible for the design quality, standards and overall management of the architectural and interior design staff.

Project Specific Experience

Vincennes University, Red Skelton Performing Arts Center and Museum, Vincennes, Indiana

Design architect for the Red Skelton Museum and Performing Arts Center. The center supports instruction at Vincennes University, enhances community activities and remembers the contributions of comedian Red Skelton to the American culture. Included are an 850-seat proscenium theatre, drama / music instructional space and faculty offices. Backstage areas include dressing rooms, make-up rooms, costume manufacturing and storage rooms, a green room and a scene shop with loading dock.

The Honeywell Center, Wabash, Indiana

Design architect for a 1,500-seat "roadhouse" performing arts addition to an existing community recreational center. Providing full performance capabilities, the \$15 million project includes orchestra shell and lift, set assembly room, chorus and individual dressing rooms, costume laundry room, art display at lobby, full service restaurant and catering functions, meeting spaces and outdoor plaza with fountains.

George W. Welsh Auditorium, Grand Rapids, Michigan

Design architect for the \$6 million renovation of an historic art deco auditorium for convention, trade show and concert seating (4,500 seats). The project required sensitive restoration and rehabilitation while adapting to a new use.

Creative Arts Center - Building Renovations and Annex, Wright State University, Dayton, Ohio

URS and Jones & Phillips Associates participated in a 2-day charrette with Wright State University faculty to develop a conceptual design for the Creative Arts Center. An ideal program was established, and a preliminary design and computer massing model developed. Subsequent analysis of anticipated costs approached \$30 million. The target originally identified was approximately \$13 million, including all soft costs. Motion picture Studio and Art Gallery were perceived as most important or most able to draw donor funding. Therefore, a complete new Art Gallery was included in the design drawings. Future fit-out could be accomplished as funds become available.



Howard W Blake School of the Arts, Hillsborough County School District, Tampa, Florida

Programming and design architect and programming for a 2,000-student, 330,000 sq ft performing arts magnet school. Curriculum includes creative communications, musical arts, visual arts, dance arts, and theatre arts. Program spaces include proscenium and multiform theatre, dance studios, visual arts and television studios and a variety of music performance and practice spaces. Also included are spaces for traditional high school curricula.

Dr. Phillips Center for the Performing Arts, Orlando, Florida

Design architect for constructability review of this Barton Myers designed cultural center. URS Construction Services Division provided Owner's Representative services for the construction of this \$300 million multi-venue center of 1600 seat multiform Music Hall, 2800 seat Broadway Theatre, and 300 seats Community Theatre. URS provided abbreviated construction document review for constructability, code compliance, and quality control.

Adrienne Arsht Center for the Performing Arts of Miami-Dade County, Miami, Florida

Design architect for constructability review of this Cesar Pelli designed cultural center. URS Construction Services Division provided Project Management services for the construction of this \$450 million multi-venue center of 2200 seat Symphony Hall, 2480 Seat Ballet Opera House, and multi-form theatre. URS provided abbreviated construction document review for constructability, code compliance, and quality control.

Cirque du Soleil, Jackie Gleason Theatre, Miami Beach, Florida

Architect for pre-design services to assess a conceptual design for the renovation of the Jackie Gleason Theatre for a Cirque du Soleil show created specifically for the South Florida market. The project addressed 194,000 sq ft for approximately 2000 seats, at an estimated cost of \$77 million. In collaboration with the design architect, URS established an understanding of the scope of demolition and renovation in all areas of the building. With approvals of the design architect, URS modified the design for code compliance, local agency compliance, and constructability. URS also provided a detailed cost estimate and anticipated construction schedule.

Mona Shores Performing Arts Center, Norton Shores, Michigan

Design architect for fine arts center project which includes a multipurpose proscenium theatre. 850 seats are configured in standard and continental seating on an orchestra and balcony level. Full fly capability, orchestra pit and orchestra shell are provided.

East Grand Rapids Performing Arts Center, East Grand Rapids, Michigan

Design architect for a 670-seat community theatre as part of major addition to the East Grand Rapids High School. Modeled after the Italian opera house style, the theatre maximizes intimacy on a very compact site. A main floor and two balconies are provided, with a third balcony used for light / sound control and theatrical lighting positions. The semicircle form and shingled roof reduces visual impact on the adjacent residential neighborhood. Full fly loft, scene shop and lower level dressing rooms and costume storage enhance the facility.



Milford Performing Arts Center, Highland, Michigan

Design architect for this community theatre used for instrumental music, vocal music, plays, lectures and presentations. The center includes a stage and orchestra pit, practice areas, a costume storage room, two dressing rooms, a green room, a scene shop, a control room, courtyard and lobby. The performing arts center seats 650 people. The former auditorium is renovated for drama rehearsal and instruction.

Helen and Richard DeVos Center for Arts and Worship, Grand Rapids, Michigan

Design architect for the 1,200-seat performing arts center addition. Full loft and orchestra lift are included. A 150-seat multi-form theatre doubles as drama rehearsal space. Backstage support includes loading dock, scene shop / assembly, and dressing and make up rooms. Music rehearsal spaces for orchestra and vocal are incorporated, with associated office, storage, and individual practice spaces. The design projects a collegiate image, respecting the existing building's materials and forms.

Jenison Performing Arts Center, Jenison, Michigan

Design Architect for this new 1,200-seat, stand-alone performing arts center. The \$16 million project will be a community focal point and serve this school system that has a nationally recognized music performance and music education program. The solution is a concert hall adaptable for drama performances – a reversal of the traditional approach to a multipurpose venue. A wrap-around choir loft extends into the stage.

Professional Societies / Affiliates

American Institute of Architects
United States Institute of Theatre Technology

Awards

2004 Distinguished Building Award / East Grand Rapids Performing Arts Center / AIA Grand Valley

2000 Design of Excellence Award / Mona Shores Performing Arts Center / AASA/AIA/CEFPI

2000 Distinguished Building Award / Mona Shores Performing Arts Center / AIA Grand Valley

1995 Distinguished Building Award / The Honeywell Center / AIA Grand Valley

Publications

August 2012, Featured in "Listening for the Future", Stage Directions

July 2004, "Keeping the Red (Skelton) Flag Flying," Auditoria

April 2003, "New Indiana Building Honors Native Son Red Skelton," AIArchitect Online Edition

February 2003, Phillips, Van K, "Go Like a Dream," Featured in Auditoria

Speaking Engagements

Council for Educational Facilities Planners International 83rd Annual International Conference; September 19, 2006

'Good Night and May God Bless...The Red Skelton Performing Arts Center and Museum', with Van Phillips, President, Jones & Phillips Associates Inc.

Council for Educational Facilities Planners International Annual Southwest Region Conference; March 26, 2006

'Good Night and May God Bless...The Red Skelton Performing Arts Center and Museum', with Van Phillips, President, Jones & Phillips Associates Inc.



Dale Gobreski, PE

Senior Electrical Engineer

Overview

Mr. Gobreski brings over 35 years of experience in electrical engineering for facilities. His primary goal is to work closely with clients and create solutions based on needs and budgets. Client priorities are used to drive designs, using cost effective technologies. He has completed projects for government and private clients and is experienced in project coordination and communication with all members of the design team to ensure seamless integration of electrical components.

Areas of Expertise Electrical Engineering

Years of Experience

With URS: 5 Years

With Other Firms: 30 Years

Education

 BS 1977 Electrical Engineering, Rose Hulman Institute of Technology

Registration/Certification

1981 Professional Engineer Indiana No. 60019452

1996 Master Electrician Indianapolis IN E0001204

Project Specific Experience

Detroit Public Television Master Control Room, Technical Core and Studios, Wixom, Michigan:

Performed as the lead electrical designer for the project. Detroit Public Television relocated their Master Control Room, Technical Core, and Studio Production into an existing warehouse building in three phases. Renovations to the building included modified power distribution with changes to generation and UPS systems; installation of a raised floor computer room; creation of editing rooms, and; installation of a Master Control Room. In addition, concepts were included for future studio expansions in the building. Electrical systems included emergency power generator, power distribution, TVSS protection, lighting, emergency lighting, and fire alarm expansion.

First Source Bank Building Assessment, South Bend, Indiana:

Performed the electrical lead in the building assessment study on an eight-story office building. The report assisted the client in evaluating status of thirty year old leased facility. A report was prepared discussing items of deficiency concerning the electrical distribution. Lighting upgrades were discussed. Budget estimates to upgrade building systems were presented.

Renovation of Providence Hall Mother House,

St. Mary-of-the-Woods, Indiana:

He performed the electrical design for a complete renovation of an historic Motherhouse for the Sisters of Providence. The design seeks to respect the history of this building while completely modernizing its facilities. Electrical design included new service, power distribution, lighting, and fire alarm. Lighting and electrical services are designed to enhance the community living experience and respect the traditions of the facility. The Rooms are designed to take advantage of the Medicaid Waiver Program if assisted living is eventually needed for the occupants.



John Knox Presbyterian Church Addition and Renovation, Indianapolis, Indiana:

This project consisted of an expansion and full renovation of the sanctuary to accommodate both traditional and contemporary worship styles. Project included a pipe organ relocation, chancel expansion, improved lighting, improved entry sequence, a new electrical service and fire alarm. The project was phased with the temporary relocation of worship spaces.

The Armory, Columbus, Indiana:

He provided the lead electrical design for this project: The design converted a former Indiana National Guard Armory into senior residential facilities. This project consisted of converting military space into individual residential spaces for senior citizens. Each space consisted of sleeping, bathroom, and cooking facilities and was individually metered. Difficulties were encounter because of the hardened spaces that required penetrations. Electrical system included new service, lighting and fire alarm.

Energy Efficient Lighting Upgrade Reviewer, General Services Administration, Various Locations:

Lighting design reviewer for Federal Buildings and Federal Court Buildings in Montgomery, AL; Tampa, FL; Mobile, AL; West Palm Beach, FL, and; Atlanta, GA. Energy efficient lighting upgrade projects, funded through the ARRA were designed and required third party review. In accordance with GSA guidelines, the National Electrical Code and Industry standards, an independent review of plans, specifications, luminaires, and controls was provided.

Indianapolis Public School #58 Addition and Renovation, Indianapolis, Indiana:

Provided the electrical design for a LEED certified renovation of a 1910 two story elementary school which included new additions on both ends. At the south end, a street addition created a secure entry "front door" to the new administration area; a new cafeteria/kitchen, and; an all new Media Center. The other end addition provides a new Gymnasium with stage and, due to limited site area, a new "playground on the roof" – the first facility of its kind in Indianapolis. The facility is completely accessible by stairs and elevator. The original building houses completely renovated classrooms for students from K through 6. The renovation included all new MEP systems.

Indianapolis Public Schools, Elementary Schools #88, #91, & #107 Renovation, Indianapolis, Indiana:

As the lead electrical designer for these LEED certified buildings, a total renovation included new lighting, power, and fire alarm systems. The new electrical design supported the enhanced mechanical system to acquire LEED certification. Each project includes completely renovated classrooms along with new secure visitor entries to new administration areas.

Veteran's House, Veteran's Administration, Indianapolis, Indiana:

Lead electrical designer of a residential facility for families of U.S. Veterans during long term treatments at VA facilities. This project for the VA Administration included residential rooms, recreational areas, cooking and dining spaces and outside recreation areas. Design included lighting, power, data, phone and fire alarm services, in addition to interface with mechanical systems.



Battery Innovation Center, Crane, Indiana:

Electrical Designed Lead for a 30,000 square foot, facility designed to develop state-of-the-art battery systems for private and government operations. Provisions for battery development from small coin type batteries to battery banks of up to 2MW were installed. Included in this project were a dry room that will maintain humidity down to 1-2%, flexible prototyping area for manufacturing techniques, environmental cycling facilities, and provisions for battery charge/discharge life cycling to the utility grid. This project was economically designed with the ability to nearly double the size of the building in the future. Systems included two 2.5 MW services and provisions for two more. Illumination control included flexible zoning and owner control.

Lighting Cost Reductions, R.R. Donnelley, Crawfordsville, Indiana:

Designed new lighting systems for industrial facilities to significantly reduce energy costs. Performed calculations that determined significant electrical savings by changing luminaries. Major portions of the North Plant and South Plant manufacturing areas were previously lit using 8' T12 VHO lamps and calculations indicated that significant savings could be obtained by converting to 8', T8 HO luminaries. To perform calculations, measurements were taken of hours of operations, power consumption and illumination levels of before and after conditions.

Professional Societies/Affiliates

Illuminating Engineering Society of North America

Community Involvement

Committee Member, Former Committee Chairman, Boy Scout Troop 318, Crawfordsville, Indiana Former President and Treasurer Sugar Creek Elementary School, Garfield, Indiana Former Cubmaster, Den Leader, Roundtable Chairman, Pack 343 Garfield Indiana Regular Blood Donor - 8 Gallons total to date



Cara M. Matthews, LEED® AP

Mechanical Engineer

Overview

Mechanical Engineer responsible for the concept, design, and specifications of heating, ventilating and air conditioning (HVAC) systems for institutional and commercial facilities.

Project Specific Experience

Vincennes University, Red Skelton Performing Arts Center and Museum, Vincennes, Indiana

Lead mechanical design engineer for the Red Skelton Museum and Performing Arts Center. The center supports instruction at Vincennes University, enhances community activities and remembers the contributions of comedian Red Skelton to the American culture. Included are an 850-seat proscenium theatre, drama / music instructional space and faculty offices. Backstage areas include dressing rooms, make-up rooms, costume manufacturing and storage rooms, a green room and a scene shop with loading dock.

The Museum will include a 100-seat video room introducing Red's life and career, and open space for display of his costumes, memorabilia and artwork. Conference rooms are adjacent.

Penn-Harris-Madison School Corporation, Penn High School, Mishawaka, Indiana

Mechanical engineer for a \$39 million expansion and renovation to the 2,300-student high school, including a 4,000-seat athletic arena, an eight-lane instructional and diving natatorium, state-of-the-art communications and computer supported instructional systems, and a 1,000 seat performing arts center. Ancillary spaces include a box office, "little theatre," scenery shop, dressing rooms, instrumental and vocal music rooms, rehearsal room/dance studio, and storage rooms for costumes, instruments and equipment.

South Bend Community School Corporation, South Bend, Indiana

Lead mechanical design engineer for new \$60 million Riley High School, including state-of-the-art classrooms, labs, media center, technology shops, food services, 800-seat performing arts center and music rehearsal spaces, gymnasium and lockers and pool.

Areas of Expertise Mechanical Engineering

Years of Experience
With URS: 25 Years

With Other Firms: 2 Years

Education

BS / 1983 Mechanical Engineering / Lake Superior State University

Registration/Certification

2008 / LEED® Accredited Professional



Milford Performing Arts Center, Highland, Michigan

Lead mechanical design engineer for this \$10 million project at Milford High School which included the addition of 76,000 sq ft in two stories and renovation of 80,000 sq ft. New classrooms, media center, administrative offices, art rooms and cafeteria / food service, give a new image to the entire school. Provisions were made for future technology. Project also consisted of a 650-seat performing arts center with fly loft, orchestra pit, and orchestra shell.

Lake Orion Community Schools, Lake Orion, Michigan

Lead mechanical design engineer for the new \$50 million, 378,000 sq ft Lake Orion High School on a steeply sloping site for 1,600 students. This facility includes an 800-seat performing arts center, a 600-seat 15-lane swimming pool, a 3,400-seat gymnasium and a central commons with adjacent two-story classroom "quads."



Charles G. Raabe, Jr., PE

Senior Structural Engineer

Overview

Mr. Raabe has several years of professional experience in structural systems design for educational, vocational, healthcare, commercial and retail projects. This includes specification development for structural disciplines. Mr. Raabe also has computer expertise in AutoCad Release 14, STAAD III, RamSteel, Excel and various other software packages in addition to programming expertise in Visual Basic, Fortran and AutoLisp.

Project Specific Experience

Vincennes University, Red Skelton Performing Arts Center and Museum, Vincennes, Indiana

Project structural engineer for the Red Skelton Museum and Performing Arts Center. The center will support instruction at Vincennes University, enhance community activities and remember the contributions of comedian Red Skelton to the American culture. Included are an 850-seat proscenium theatre, drama / music instructional space and faculty offices. Backstage areas include dressing rooms, make-up rooms, costume manufacturing and storage rooms, a green room and a scene shop with loading dock.

Jenison Performing Arts Center, Jenison, Michigan

Structural engineer for this new 1,200-seat, stand-alone performing arts center. The \$16 million project will be a community focal point and serve this school system that has a nationally recognized music performance and music education program. Areas include back-of-house scene shop, costume shop, dressing areas, multipurpose spaces, and a lobby accommodating a display of visual arts.

East Grand Rapids Performing Arts Center, East Grand Rapids, Michigan

Project structural engineer for the design of a steel-framed, 670-seat community theatre as part of major addition to the East Grand Rapids High School. Modeled after the Italian opera house style, the theatre maximizes intimacy on a very compact site. A main floor and two balconies are provided, with a third balcony used for light / sound control and theatrical lighting positions. The semi-circle form and shingled roof reduces visual impact on the adjacent residential neighborhood. Full fly loft, scene shop and lower level dressing rooms and costume storage enhance the facility. This project also included the demolition of the existing swimming pool, which was replaced with a new Olympic sized pool.

Areas of Expertise Structural Engineering Design

Years of Experience 26 Years

Education

 Bachelors / Civil Engineering, Michigan Technological University

Registration/Certification

Registerd Professional Engineer Michigan

Section 6 Study References



References:

Needs Assessments, Facility Planning Studies, Business Plans and Operation Reviews

Erik Beck, Director of Operations
Evansville's Mesker Park Zoo
& Botanic Garden
1545 Mesker Park Drive
Evansville, Indiana 47720
812.435.6143 x404 v
812.435.6140 f
ebeck@meskerparkzoo.com

Brenda Hunt, President & CEO
Battle Creek Community Foundation
One Riverwalk Centre
34 West Jackson Street
Battle Creek, MI 49017-3505
269.962.2181 v
269-962-2182 f
brenda@bccfoundation.org

Vicky Davidson, Associate
Vice President
Wright State University
Festival Theatre & Concert Hall
Renovation Planning and Renovations
3400 Broadway
Dayton, Ohio 45435
(937) 775-2587

Jeffrey Gabel,

Founding Executive Director
Majestic Theater
25 Carlisle Street
Gettysburg, PA 17325
717. 337-8234 v
717. 337-8232 f
igabel@gettysburg.edu

Mr. Gram Slaton, Executive Director

Wheeler Opera House 320 East Hyman Avenue Aspen CO 81611 970.920.5790

Karen Lott. Director of

Community Services
Forest Hills Public Schools &

The Forest Hills Performing Arts Center 6590 Cascade Road SE Grand Rapids MI 49546-6497

or

Linda Schmitt VanderJagt, Assistant Superintendent, Instruction

> Forest Hills Public Schools 6590 Cascade Road SE Grand Rapids MI 49546-6497

> > 616.493.8800 v 616.493.8560 f

Section 7 Formal Signed Proposal Document



JONES & PHILLIPS ASSOCIATES, INC. THEATRICAL CONSULTATION AND DESIGN

301 North Fifth Street Lafayette, Indiana 47901 (765) 423-1123 FAX (765) 742-4013

April 26, 2013

Ms. Jayne Farber, Project Consultant Attn: Columbus Redevelopment Commission - Arts District 123 Washington Street Columbus. IN 47201-6774

RE: Proposal for: The Crump Theater Analysis

J&P File No. 13-02 Contact: Ms. Jayne Farber, Project Consultant

Dear Ms. Farber:

In accordance with recent discussions we have had with you, Jones & Phillips Associates, Inc. (Theatrical Consultant), using the services of URS Corporation (Architects and Engineers) for Architectural and Evaluation Engineering services described below, is pleased to submit the following proposal to provide consulting services to an analysis of the Crump Theater for the Columbus Redevelopment Commission (Client) and upgrading the existing Crump Theater to maximize the booking and marketing potential to make it a sustainable facility within the Art District in downtown Columbus.

A. Services to be Rendered - General Description:

The Request for Proposal for a Crump Theatre Analysis suggests the work be done for the study in four linear phases. The Jones and Phillips Team believes the tasks related to this study are not completely linear, and various tasks are dependent and interdependent on others. Therefore, we propose the following approach.

The Jones and Phillips Team intends to focuson economic viability of the venue for the city, community and region. The outcome of this study will direct an appropriate architectural, ownership and management solution. The study will investigate potential programs that include entertainment, community outreach and enrichment, partnering with local and regional arts and educational institutions and even retail/office spaces.

1. Tasks:

Task 1 Market and Programming Analysis

The Jones and Phillips Team will begin this task with a detailed review of the existing past studies. A preliminary look at some previous studies provides a good base of information. Existing arts facilities in the region and their characteristics and current uses will also be inventoried and analyzed to include:

- Identification of existing competing facilities locally and regionally
- Evaluation of the types of events that are underserved locally and regionally
- Comparing venue sizes and seating required to support underserved live and electronically produced types of events.

Focus groups, surveys and interviews of potential users will identify unmet needs in the arts community. Comments from the community will be solicited. Once unmet needs of existing groups are identified, the Team will identify the facility characteristics needed to meet those needs and how they would impact an architectural response.

The Market and Programming Analysis will include:

- Demographic analysis of both the local and extended community
- Programming analysis noting types of shows, other performing arts, business users and their requirements, rental opportunities such as receptions, religious services, meetings, lectures and educational gatherings
- Determine the level of community interest in the above uses of the facility
- Determine the makeup of potential audiences and the types of events that would attract that audience and ticket price levels by event type
- Investigate potential capital funding, grant and tax credit opportunities
- Develop one operating proforma and identify ongoing operating support from both public and private sources in the community.

Often facilities of this type generate revenue by promoting their own events; the Team will identify types of events that the Crump might promote, and analyze those events for expected attendance, income and expense. The Team will research sources of capital that may be tapped to both renovate and sustain the recommended facility.

As a part of this process, the Jones & Phillips Team will present detailed information on at least two similar facilities that have been renovated and are currently being used in a manner that is similar to the options identified for the Crump. These, among others, may make good comparables to the Crump to examine:

- Earned Revenue Sources including:
 - i. Event admissions
 - ii. Ticketing/Service fees
 - iii. Rental income
 - iv. Liquor and food sales
 - v. Concession and catering

- vi. Religious events
- vii. Individual parties and receptions
- viii. Business and educational workshops
- Sources of Contributed Income:
 - i. Individual and corporate memberships
 - ii. Donations and bequests
 - iii. Business sponsorships and donations
 - iv. Public and Private Operating Grants
 - v. Potential service fees such as a hotel and/or restaurant local tax
- Projected Expenses:
 - i. Salaries
 - ii. Other overhead
 - iii. Program and marketing costs
 - iv. Utilities
 - v. Maintenance
 - vi. Debt service
 - vii. Money for capital replacement and improvements
 - viii. Potential taxes based upon ownership type
- Relationship to a self-sustaining model based upon:
 - i. Ownership type
 - ii. Management type
 - iii. Seating size
 - iv. Types of spaces available
 - v. Locally owned event support equipment
 - vi. Non-event rental options

Ownership and Management

Ownership Options will be explored during an early portion of the Scenario Studies. These options can drive different space and relationship requirements in programming of space and architectural layout.

Management options for the Crump Theater will also be considered and recommendations made.

Total Timeline to Owner Review 6.5 weeks
Client Review (potential break point) 2-3 Days

Task 2 A/E/S Facility Analysis & Scenario Development

Analyzing the Existing Building

Steve Robinson, AIA of URS will be leading the Team's historic assessment work and helping the Team asses and consider ways to incorporate historic elements of the Crump Theater into the conceptual options.

Conduct a professional site visit to focus on:

- A review of the existing facilities, any existing plans, streets including utility services and easements maps and/or property line survey maps;
- Discussing the proposed programming and physical needs for the additional features or spaces, with the Client Committee;
- Review of property available for the potential integration of the operation,
- Review buildings adjacent to the potential expansion site and the building plans;
- Review of the site conditions including:
 - i. Traffic
 - ii. Parking
 - iii. Utilities
 - iv. Soil and sub-soil reports (if available)
 - v. Options for toilet facilities
 - vi. Options for concessions (food, drinks, merchandise)
 - vii. Restrictions on the sale of alcohol

During the site visit and site review, explore with Client Committee, staff and others the various operating technologies that could be used in the expanded facility to make for a truly cost effective multi-use venue. Exploration of potential technology would include (but not be limited to) the areas of:

- Temporary Show load-in and load-out;
- Stage material handling systems and machinery;
- Performer preparation spaces;
- Stage / Audience lighting and controls;
- Sound / Communications / Broadcast;
- Audience configuration systems;
- Operable walls for divisible space(s);
- Vertical transport systems;
- Catering support;

Based upon a cross-section list of acts that could be booked review the technical requirements that the venue would be expected to meet. Then based upon that list of requirements, create a list of recommendations of facility modifications required and the approximate cost of each.

Based upon a cross-section of the list of acts that could be booked, identify the typical guarantee of income the show would require.

Scenarios Studies for Usage and Appropriate Size

During the Market and Programming efforts, potential uses identified will define architectural Space Program requirements. This information will define types of spaces, numbers of spaces, and area requirements for those spaces.

With input from the previous tasks, the Team proposes to have an on-site workshop to develop, present and explore the five requested Scenario Studies. The Scenarios will be explored to define the challenges each presents, and then used to predict the potential success of each. We propose these be reviewed in conceptual sketch form, along with the Market Analysis data, by the Crump Committee. The Scenarios represent clear 'break points' for decision-making. Each 'break point' will generate lively discussion with the Committee about its relationship to the Market Analysis, respect/enhancement of the city streetscape, respect for the historic architecture, acceptance by potential donors, and acceptance by the community at large. The discussion may also discover other 'criteria for success' upon which to judge the Scenarios.

Explain the value and/or benefits as they relate to the long term operation, management, labor costs and booking risks associated with each recommendation.

The three best Scenarios will be selected with the Crump Committee, and then refined to conceptual floor plans, a Space Program, and description of venue programming uses accommodated. These will be used simultaneously for the following tasks.

Total Timeline to Owner Review (<u>Concurrent with Task 1</u>) 6.5 weeks
Client Review (potential break point) 2-3 Days

Task 3 Facility Cost Analysis, Tax Credits & Grants

After the three Scenarios that offer the greatest chance for success are identified, operating revenue and expenses will be estimated for each Scenario. These estimates will include the potential uses and revenue for each Scenario as well as estimated staff, program, utility and maintenance expenses. Estimates will also be provided for the useful life of the equipment and the depreciation necessary to fund the replacement of the equipment.

Upon selection of the plan offering the highest chance for success and best use, a final Conceptual Estimate of Construction costs will be developed.

Total Timeline to Owner Review 3 weeks
Client Review (potential break point) 1 week

Task 4 Ownership Options & Management Type

When the highest and best use of the facility is identified, the Team will make final recommendations about Ownership and Management of the facility.

Total Timeline to Owner Review (Partially concurrent with Task 5) 2.5 weeks

Task 5 Final Cost Feasibility Analysis for Best Use Model

After all of the above elements have been completed, the Team will prepare detailed analysis of the feasibility of the proposed "best use model" and plan. This will include an analysis of the community support for the recommended project. It will also include projected income/expense statements for both initial and steady state operation of the facility.

Total Timeline to Owner Review (<u>Partially concurrent with Task 4</u>) 2 weeks

Client Review (potential break point) 2-3 Days

Final Presentation

The Jones and Phillips Team will prepare a final report, documenting options explored and decisions reached. This will be in electronic format with hard copies available as desired. A presentation will be made to the Crump Committee, with electronic media and large format presentation boards. The electronic file and presentation boards will be made available to the Committee for future use.

- Prepare recommendations for the Crump Theater, including projected income/expense statements for both initial and steady state operation of the facility, as required to explain the "best use model" recommendations;
- Prepare recommendations for the Crump Theater, supported with "concept sketches" as required to explain the "best use model" recommendations;
- Explain the value and/or benefits as they relate to the long term operation, management, labor costs and booking risks associated with the "best model" recommendation:

- Together with an Architect and/or Engineer, recommend steps to achieve the determined goals and prepare a summary of costs associate with the "best use model" recommendation;
- Understanding that funding for improvements or changes might require the implementation to be done in phases, prioritize the recommendations and show which aspects could be accomplished in phased increments.

Final Presentation Preparation

1 week

Client Review prior to public presentation

X weeks

2. Timeline

The Tasks outlined above show that it can be accomplished in the 16 weeks period mentioned in the Request for Proposals. While the Jones & Phillips Team can meet that schedule it is important to point out that the time required might need to be extended for the following reasons:

- That the community groups, or not all, cannot be gathered at the times needed. It is important to point out that as we approach summer it becomes difficult to schedule the time of key people.
- The Client Committee cannot meet and respond in the times shown. Again, we understand that the Client Committee will be made up of busy people who sometimes have professional conflicts.

The Jones & Phillips Team will do it's best to be flexible and stay with the schedule, but we will depend on Client Committee to assist the effort and be flexible about the schedule if key people or reviews cannot respond as required.

3. Optional Services

This Proposal assumes presenting one recommended "best use model". We are also aware that some in the community may wish to consider a model that simply restores the Crump understanding that it would need to be significantly subsidized through local taxes, fund raising, etc.

If a second final model of this type should be required that model would be created as a time and materials extra service.

B. Compensation for Services Rendered

1. Professional Services

a.	Services of Van Phillips, principal of the firm, per hour:	\$225.00
b.	Services of, senior project managers and senior associates of the firm, per hour:	\$175.00
d.	Services of associates of the firm and Ted W. Jones, principal "at counsel" per hour:	\$125.00
e.	Services of junior associates and draftspersons of the firm, per hour:	\$ 90.00
f.	Services of clerical staff of the firm, per hour:	\$ 70.00

2. Reimbursement for the following expenses:

- a. Long-distance telephone calls.
- b. Postage and express shipments.
- c. Drawing and specification reproduction required to be furnished, beyond the one original drawing and specification set provided, to the Client.
- d. Travel and living expenses incurred in the performance of services at locations other than the business addresses of the Jones & Phillips Team. Whenever possible, travel expenses will be shared with other projects in the same geographical area. The only travel authorized under this agreement is defined by the tasks above to Columbus, IN. Any other travel would be by prior approval from the Client.
- e. Other expenses incurred with prior approval.

3. Billing and Payment Interval

- a. The Jones & Phillips Team will invoice the Client once each month for services rendered during the previous thirty (30) days.
- b. Payment will be due within thirty days of the receipt of each invoice and following the Client's approval of claims.
- c. Interest will be charged at 1.0 percent per month on amounts due and not received.

4. Maximum Professional Fees

a. Fees for professional services will be calculated using the hourly rates stipulated herein. Fee charges for travel time will be made only during normal working hours. Time spent en route, or during layovers, which occur before or after the normal working day will not be billed.

b. Total professional fees for the <u>Jones & Phillips Team</u> will not exceed \$95,520.00, plus direct expenses.

Task 1	Market Analysis, A/E/S Facility Analysis & Scenario Development	\$56,900
Task 2	Cost Analysis, Tax Credits & Grants	\$ 7,000
Task 3	Ownership Options & Management Type	\$ 3,330
Task 4	Final Cost Feasibility Analysis for Best Model	\$17,450
Task 5	Final Presentation	<u>\$10,840</u>
Total		\$95,520

- c. Expenses are billed at cost.
- d. Every effort will be made to limit the fees and expenses to a minimum amount consistent with consulting services in the best interests of the Client. Only hours worked and expenses incurred will be billed. The Client is not responsible for payment of any unused balance left in the contract at the conclusion of the project.
- e. The hourly rates and maximum fees expressed in this proposal apply to services rendered through calendar year 2013. Hourly rates and maximum fees are subject to negotiation for services rendered after 2013.

5. Additional Consultation.

Any additional consultation specifically requested in writing but not included in the scope of this proposal will be billed at the standard hourly rates stipulated herein. Additional trips specifically requested in writing but not included in this proposal will be billed at cost.

C. Other Terms

- 1. The Jones & Phillips Team and Architect's services shall be performed in character, sequence and timing in accordance with the project schedule so that they may be coordinated by the Client with other aspect of the project.
- 2. The Jones & Phillips Team and Architect shall provide progress copies of sketches, drawings, reports, and other necessary information to the Architect.
- 3. Non-discrimination Procedures
 - a. During the performance of this Contract, the Jones & Phillips Team agree that they will not discriminate against any employee, or applicant for employment because of race, color, religion, sex, affectional orientation or preference, national origin, ancestry, age (except in compliance with age requirements of retirement plans or state and federal laws and regulations), marital or familial status, handicap, unfavorable discharge from the military, or status as a disabled veteran or veteran of the Vietnam era.
 - b. No person in the United States shall, on the grounds of race, color, religion, sex, affectional orientation or preference, national origin, ancestry, age, marital or familial status, handicap, unfavorable discharge from the military, or status as a disabled veteran or veteran of the Vietnam era be excluded from participation in, be denied proceeds of, or be subject to discrimination in the performance of this contract.
- 4. Pursuant to I.C. 22-5-1.7, Jones & Phillips Team shall enroll in and verify the work eligibility status of all newly hired employees of Jones & Phillips Team through the E-Verify Program ("Program"). Jones & Phillips Team is not required to verify the work eligibility status of all newly hired employees through the Program if the Program no longer exists. Also, pursuant to I.C. 22-5-1.7, Jones & Phillips Team must execute an affidavit affirming that the Jones & Phillips Team does not knowingly employ an unauthorized alien and confirming Jones & Phillips Team's enrollment in the Program, unless the Program no longer exists, which Affidavit shall be filed with Client prior to the execution of this contract.

This document is the entire Agreement between the Client and the Jones & Phillips Team. Changes or additions in this Agreement must be in writing and must be signed by both the Client and Jones & Phillips Associates, Inc.

If this Agreement is satisfactory, please sign, date, and return one copy to Jones & Phillips Associates, Inc. as our authorization to proceed.

Accepted by:

Jones and Phillips Associates, Incorporated	, isospied by:
	·
Van Phillips, President	City of Columbus
Date: April 26, 2013	Date:

Respectfully submitted:

